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Government of the Northwest Territories
Annual Report on the Affirmative Action Policy
March 31, 2004

Department of Executive

May 2004

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Table of Contents

Part 1 – Government/Regional Affirmative Action Information

Introduction 3
The Policy 4
Affirmative Action Policy Designated Groups 5
Sources of Statistics 6
Profile of the Northwest Territories Population 7
Current Labour Market 8
Profile of the Territorial Public Service 9
Designated Group Distribution 9
Five-Year Trend 11
Geographic Distribution 11
Recruitment Activity 12
Direct Appointments 12
Occupational Distribution 13
Support for Government-Wide Affirmative Action Activities And Initiatives 14
Support for NWT-Wide Affirmative Action Activities And Initiatives 19

Part 2 – Departmental Reports on Affirmative Action

Aboriginal Affairs 22
Education, Culture and Employment 27
Executive 32
Finance 34
Financial Management Board Secretariat 39
Health and Social Services 46
Justice 51
Legislative Assembly 54
Municipal and Community Affairs 56
NWT Housing Corporation 59
Public Works and Services 67
Resources, Wildlife and Economic Development 71
Transportation 75

Appendices *(Two-Year Comparative Summaries)*

Appendix "A" – Human Resource Reporting Categories 78
Appendix "B" – Summary of Affirmative Action Statistics 80

Introduction

Each year, the Government of the Northwest Territories produces an annual report on the administration of the Affirmative Action Policy. The report is prepared on a fiscal year basis and provides the Legislative Assembly and public with information about affirmative action activity that has taken place during the previous year.

Each department provides an overview of their human resource programs and services used to support affirmative action. These reports include statistical information and short descriptions of specific actions taken to promote and implement the Affirmative Action Policy. In preparing their reports, departments are asked to consider the following six areas of human resource management:

Corporate Policy
Recruitment
Retention
Succession Planning
Post-Employment
Evaluation/Accountability

Appendix "A" provides examples of the kinds of initiatives and activities that would typically be reported in each category.

The Policy

The Government of the Northwest Territories established the Affirmative Action Policy in 1989. This policy reflects the GNWT's commitment to a competent Public Service that is representative of the population it serves.

Through the policy, the Government of the Northwest Territories gives preference in employing and developing qualified, suitable and eligible members of designated target groups.

The Affirmative Action Policy is based on six key principles:

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training and career advancement opportunities.

2. The Government of the Northwest Territories should encourage eligible members of designated groups to seek career and training opportunities in the Public Service.

3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.

4. Eligible members of designated groups in the Northwest Territories will have preferred access to employment, training and career advancement opportunities in the government.

5. Affirmative Action is a positive and integral part of the human resources planning process.

6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

Affirmative Action Policy Designated Groups

Four designated groups are eligible for priority status:

Indigenous Aboriginal Persons (referred to unofficially as P1)

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons (referred to unofficially as P2)

Means those non-Aboriginal persons born in the Northwest Territories or who have lived more than half of their lives in the Northwest Territories.

Resident Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the person from taking advantage of employment, training and career advancement opportunities in a way which would not be encountered by a person without disability.

Resident Women

Means those women who have been resident in the Northwest Territories for a period of at least one year.

The first three designated groups have priority status on all competitions. In addition, women have priority status on competitions for management and non-traditional jobs.

The merit principle applies among designated groups.

Sources of Statistics

The employee statistics in this report come from the GNWT's human resource management system Peoplesoft, operated by the Financial Management Board Secretariat. They are based on March 31, 2004 information.

Statistics from the Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board have not been included in some totals because they are not available from Peoplesoft. Where they have been included, the Department of Health and Social Services has provided a manual tally.

Employees of the following organizations are not considered government employees and are not included in the statistics:

Hay River Community Health Board
Yellowknife Education District #1
Yellowknife Catholic Schools

Profile of the Northwest Territories Population

The general population statistics are from the Bureau of Statistics Population Estimates for 2002 (most current information).

The Northwest Territories is comprised of a diverse population. These individuals live in 33 communities from Fort Smith near the Northwest Territories/Alberta border to Sachs Harbour on Banks Island in the Beaufort Sea.

All communities fall into one of three categories:

- large urban centre with population of 18,673 (Yellowknife)
- medium sized towns with populations of 2,500 to 3,600 (Fort Smith, Hay River, Inuvik)
- small, more traditional communities.

While there are frontline workers in every community, the majority of government employees are located in the larger centres.

According to the most recent Northwest Territories population figures, the population is estimated to be 41,872. Of this number, 20,963 or 50.06% are Aboriginal people. It is important to note that a person who is considered Aboriginal for population estimates may not qualify for affirmative action priority as an Indigenous Aboriginal person unless they meet the definition in the Affirmative Action Policy.

The population is almost evenly split between females (48%) and males (52%).

The Current Labour Market

The current labour market has a significant impact on the GNWT's ability to attract and retain candidates from designated groups. Labour supply issues include the limited number of people looking for work, the education levels of those who are unemployed, and the location of the jobs versus those who are unemployed. Labour demand issues include the competition from mines, oil and gas companies, federal and municipal governments and other industries such as tourism.

In 2003, there were 1,300 people looking for work in the NWT (Statistics Canada Labour Force Survey). The overall NWT unemployment rate stood at 5.8% as compared to an unemployment rate of 7.7% for Canada.

Education levels continue to be a major challenge to matching people in designated groups to jobs. According to the 2001 NWT Socio-Economic Scan prepared by the GNWT Bureau of Statistics, educational levels among aboriginal residents still lag behind the territorial average. In 1999, some 74% of aboriginal persons had completed at least grade nine. The attainment of a university degree or equivalent continues to present a major obstacle for aboriginal candidates seeking senior or highly technical positions in the GNWT. In 1999, less than 3% of aboriginal residents in the NWT possessed a university degree or equivalent.

In addition to the apparent labour supply issues, the GNWT is also faced with increasing demand for the same resources from private sector employers. In an effort to comply with economic-benefit agreements, many mining, oil and gas companies are seeking qualified candidates from the designated groups. This puts an enormous strain on the existing labour market. Compounding this problem are the training opportunities offered by government and private sector partners to allow northerners to access these jobs.

Finally, a sizable portion of western Canada continues to experience economic prosperity. This results in further demand for already scarce resources, particularly in the oil, gas and trades fields. With the introduction of the internet, these opportunities are becoming increasingly accessible to qualified northern candidates.

Profile of the Territorial Public Service

The Public Service of the NWT includes more than 4000 individuals from many diverse cultures and backgrounds. Each employee brings unique knowledge and experience to contribute to the Territorial Public Service. These employees work for one of 12 departments, 11 authorities/boards, Aurora College or the NWT Housing Corporation.

Departmental Information

The departmental distribution of employees is as follows:

Department	Number of Employees	% of the Public Service
Aboriginal Affairs	39	1.0%
ECE	192	4.7%
Executive	64	1.6%
Finance	49	1.2%
FMBS	157	3.8%
Justice	415	10.1%
Legislative Assembly	29	0.7%
MACA	127	3.1%
NWT Housing Corporation	102	2.5%
Public Works & Services	206	5.0%
RWED	389	9.5%
Transportation	266	6.5%
Aurora College	184	4.5%
Divisional Education Councils	713	17.4%
Health & Social Services (Includes all public service Health and Social Service Authorities)	1163	28.4%
Total	**4095**	**100%**

Two year comparative information by department is located in Appendix "B".

Designated Group Distribution

Within the various departments of the GNWT, a diverse workforce delivers programs and services to the residents of the NWT. The following table identifies the number of employees that meet the criteria of each designated group in the GNWT's Affirmative Action Policy.

Designated Group	Number of Employees	% of the Public Service
Indigenous Aboriginal Persons	1085	29.9%
Indigenous Non-Aboriginal Persons	484	13.3%
Disabled Persons	18	0.5%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Management

Jobs in the management category are those jobs with responsibility for planning, organizing, staffing, directing and controlling the activities of programs and services through subordinate supervisors. Jobs in this category are exclusive to senior management positions. As of March 31st, 2004 there were 170 jobs that fit the definition of management.

Designated Group	Number of Employees	% of Management
Indigenous Aboriginal Persons in Management	28	16.5%
Women in Management	52	30.5%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Non-Traditional Occupations

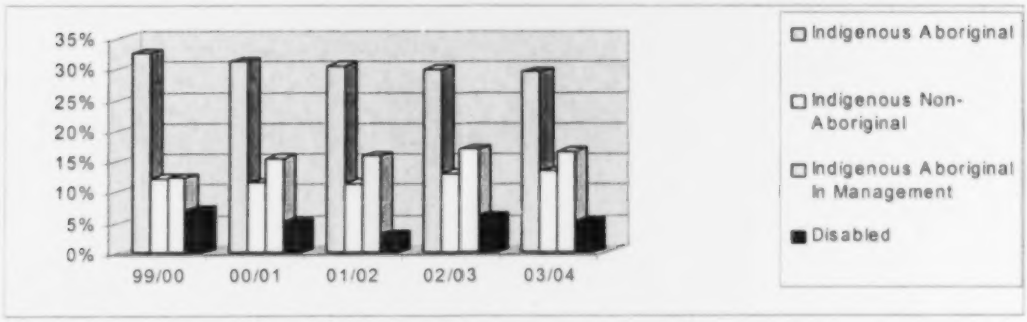
Jobs are classified as non-traditional if there are at least 10 positions of a specific type across government and at least 70% of the incumbents are male. Some examples of non-traditional occupations include civil engineers, correctional service officers and computer systems analysts. There were 381 non-traditional positions as of March 31, 2004.

Designated Group	Number of Employees	% of Non-Traditional Occupations
Women in Non-Traditional Occupations	46	12.1%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Five-Year Trend

Over the past five years, the GNWT has experienced a slight decline in the percentage of indigenous aboriginal employees in its ranks. During the same period, the percentage of indigenous aboriginals in management positions has remained the same.



Geographic Distribution

The extent to which different regions have achieved a representative public service reflects the available workforce and the types of employment available. Slightly less than 51% of all GNWT employees work in Yellowknife/Headquarters, with another 32% in the South Slave, Deh Cho, and Dogrib regions and 17% in the Beaufort-Delta and Sahtu communities.

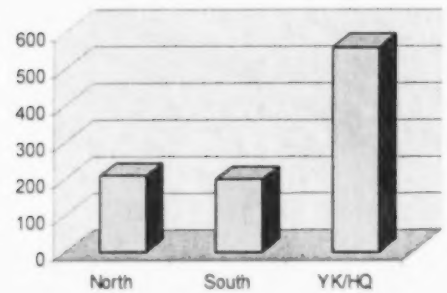
*	Yellowknife/HQ	North	South
Indigenous Aboriginal	301	240	544
Indigenous Non-Aboriginal	371	21	92
Disabled	11	4	3
Women in Management	34	6	12
Aboriginal in Management	13	5	10
Women in Non-Traditional	39	4	8

*Totals do not include Yellowknife Health andl Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

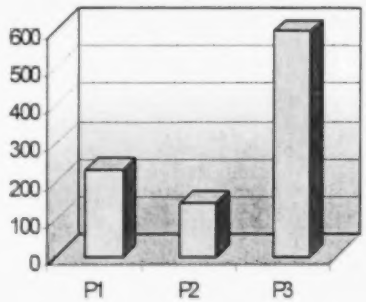
Recruitment Activity

During 2003/2004, the Government of the Northwest Territories placed approximately 1040 new and existing non-casual employees through the hire and transfer processes. Slightly less than 25% of all new-hires were affirmative action candidates.

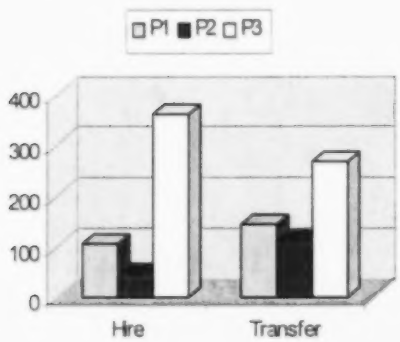
Geographic Distribution



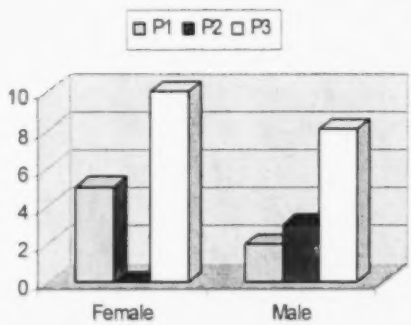
Affirmative Action Category



Placement Type



Management Occupations



* Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Direct Appointments

In fiscal year 2003/2004, there were 55 direct appointments for individual positions*. These appointments included:

- 27 indigenous Aboriginal appointees;
- 13 indigenous non-Aboriginal appointees;
- 13 appointees without affirmative action status; and
- 2 resident women in management.

*Totals do no include direct appointment for candidates into internships.

Occupational Distribution

Since the introduction of the Peoplesoft system in 1999, government jobs are grouped into 10 occupational categories.

Occupational Group	Number of Employees	% of Total Employees
Management (senior and middle)	410	11.3%
Business, finance and administration	885	24.4%
Natural and applied sciences	336	9.3%
Health	331	9.1%
Social science, education, government service and religion	1058	29.2%
Art, culture, recreation and sport	59	1.6%
Sales and service	333	9.2%
Trades, transportation and equipment operation	157	4.3%
Primary Industry	52	1.4%
Processing, manufacturing & utilities	6	0.2%
Total	**3627***	**100%**

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Support for Government-Wide Affirmative Action Activities and Initiatives

Human Resource Planning

Exit Interviews

The GNWT uses an electronic system that increases the ease in which departing employees can complete exit interviews. This process greatly increases the efficiency of data collection and reporting of exit interview information.

In 2002/03, Corporate Human Resource Services collected 27 electronic exit interviews. A summary of the interview responses showed that employees were generally satisfied with their compensation, benefits and working conditions. Unfortunately, the same respondents expressed dissatisfaction with training, development and supervision. There were various other areas that received mixed reviews such as human resource practices.

2003/04 has resulted in approximately 50 exit interviews which will enable us to better determine why employees leave the public service and whether barriers to advancement exist. As a planning tool, this information will be useful in terms of retaining and developing affirmative action employees.

Interdepartmental Human Resource Committee

On a monthly basis, Corporate Human Resource Services of the Executive coordinate meetings of all human resource managers within the GNWT. These meetings have been used as an opportunity to share best practices, to identify areas of concern that need specific attention, and to develop consistent approaches to various issues and reporting that impact initiatives relating to affirmative action.

Human Resource Practitioners Conference and Meetings

Corporate Human Resource Services chairs monthly meetings of the human resource practitioners as a way of sharing information and engaging them in the development and revision of policies and programs. This effort contributes to the effective administration and implementation of affirmative action initiatives across government.

Recruitment

Northern Graduate Employment Program

As part of the Maximizing Northern Employment effort, the GNWT administers two programs designed to attract and retain recent northern graduates within government and in the private and non-profit sectors. In the GNWT during the 2003/2004 fiscal year, the *Graduate Intern Program* resulted in the employment of 52 students. Of this total, 21 are indigenous aboriginal, 22 are indigenous non-aboriginal and 9 are non-aboriginal. In the private and non-profit sectors, the *Graduate Transition Program* resulted in the employment of 11 students. It is expected that these programs will continue to improve the transition of affirmative action graduates from the classroom to workplaces in the NWT.

The Northern Graduate Employment Program also guarantees employment to students who have completed their studies in the field of education, nursing and social work. During the 2003/2004 fiscal year, the GNWT was able to place 21 nurse graduates and 7 education graduates in related positions.

Summer Student Employment Program

The GNWT provides students with a range of work experience opportunities through summer employment. The hiring decisions are made by departments, boards and agencies. Students who wish to apply for a job with the GNWT can register with the Summer Student Employment Program (SSEP).

The SSEP includes the Progressive Experience Program. This program offers incentives for departments to hire northern students and provide them with experience relevant to their area of study. During the 2003/2004 fiscal year, departments provided progressive experience to 44 indigenous aboriginal students and 35 indigenous non-aboriginal students.

SSEP offers a web-based central employment registry for NWT students looking for summer employment within the GNWT. During the reporting period the program received in excess of 1000 student resumes. In total, 343 summer students were hired by the GNWT. Of these students,

- 170 were indigenous aboriginal students and
- 152 were indigenous non-aboriginal students.

The Staffing Process

The staffing process is an integral part of the GNWT's effort to foster a public service representative of the people it serves. In November 2003, Corporate Human Resource Services released an update to the *Staffing Guidelines* for all GNWT human resource practitioners and staff. It is anticipated that this effort will improve consistency and communication of the GNWT's hiring practices, including application of the Affirmative Action Policy.

Staffing Training and Advice

Corporate Human Resource Services provides advice on staffing issues to individual human resource practitioners. As well, they formalize rulings that are intended to clarify existing policies and practice. All rulings and advice are distributed to GNWT human resource managers and practitioners on a monthly basis. Included are summaries of appeal reports giving information on issues and areas of staffing practice where more information or training may be required. A primary objective of this effort is to help human resource practitioners understand and fairly apply the Affirmative Action Policy.

Training courses on the GNWT staffing process ranging from two hours to two days have been developed and are being delivered to departments when requested. A significant component of this course involves application of the Affirmation Action Policy during the staffing process.

Training and Development

Management Skills Series

The *Management Skills Series* offers GNWT-specific training in a number of subjects important to managers. Although these training sessions are made available to all GNWT employees, they are particularly relevant to managers. Courses will cover topics ranging from briefing note preparation to financial budgeting to performance planning. These training opportunities help develop new and aspiring affirmative action managers.

Training and Development Calendar

In June 2003, Corporate Human Resource Services released a government wide *Corporate Training Calendar*. The Calendar is intended as an effective means of communicating training and development opportunities to all GNWT employees. The calendar includes various types of training on an ongoing basis that will interest a broad range of employees across government. In 2003/04, 47 workshops were offered through the calendar that attracted approximately 780 participants.

Continuing Education

Aurora College contributes to the development of affirmative action employees by delivering short courses, seminars and workshops through their continuing education division, including those offered through GNWT Staff Training. This training helps employees to further their credentials and to keep pace with changing technology.

Career Advice

Corporate Human Resource Services offers career counselling to employees who participate in Corporate Human Resource Services programs such as the Northern Student Employment and Staff Retention programs. Affirmative action employees are provided expert advice on how to develop or advance their careers utilizing the available resources.

Developmental Opportunities

Departments were actively involved in providing developmental opportunities, such as transfer assignments, to existing employees. These assignments can be a very effective way to enable an employee with affirmative action status to gain additional skills and abilities and prepare for promotion within the organization or for jobs in the broader NWT workforce. Out of the 129 confirmed transfer assignments from 2003/04, approximately 78% provided affirmative action candidates with developmental opportunities.

Succession Planning

In June 2003, Corporate Human Resource Services implemented the Management Assignment Program. This succession program will provide an opportunity for employees who demonstrate management and leadership

potential to further develop the skills necessary for more senior positions. The program will result in a pool of individuals who are better prepared for consideration for future management/leadership roles within the GNWT.

After an extensive assessment process involving 101 applicants, 26 employees were accepted into the program. Seven (7) of the participants are female, three (3) are aboriginal and six (6) are indigenous non-aboriginal. The Management Assignment Program will prepare affirmative action employees for progressively responsible roles at the management level.

Retention

Employee Recognition Program

Corporate Human Resource Services launched the Employee Recognition Program in early 2003. The program is intended to provide an effective means of recognizing the achievements of GNWT employees. In addition to the existing long service and retirement awards, the program features a Premier's Award For Excellence, a Service Appreciation Award and provides a means for departments. boards and agencies to develop their own employee recognition programs.

In the fall of 2003, the Premier of the Northwest Territories honoured six employees and five teams for demonstrating excellence, innovation and dedication to their work. It is anticipated that that the program will help the GNWT to more successfully retain affirmative action candidates who are being aggressively sought by competing northern employers.

Staff Retention Policy

The Staff Retention Policy was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to and 13 weeks after receiving notice of layoff.

Of the fifteen individuals who were given affected employee notice during the reporting period, eight found a new job within government, three selected separation assistance, one selected education assistance, and three remain on the staffing priority list.

Support for NWT-Wide Affirmative Action Activities and Initiatives

Adult Education

The delivery of adult education by the public college and non-government organizations enables adult learners to further their education levels so they can access advanced levels of study, employment and training programs. These programs are delivered not only at the three main campuses of Aurora College but also in other communities across the NWT. Access to these programs at the community level enables northerners to obtain general education and credentials for employability.

Post-Secondary Education

The provision of post-secondary programs and services by Aurora College also contributes to affirmative action initiatives in the north. For example, the fact that a nursing diploma program is available in the Northwest Territories means that northerners, including affirmative action residents, can obtain professional credentials to access careers in the health profession. Without the availability of these programs in the north, fewer northern students would enroll in the programs because they would have to move south to obtain the training. Other examples of such programs are teacher education, management studies, natural resources and recreation leaders. While these programs do not prepare students specifically for employment with the Government of the Northwest Territories, they do contribute to the goal of developing a workforce that is representative of the population of the NWT.

The College has also worked out transfer agreements with southern post-secondary institutions that enable graduates to receive credit for undergraduate level studies. These agreements are important so northerners, including affirmative action residents, can be encouraged to complete professional level studies so they can access employment positions with degree level requirements.

Career Development

The overriding goal of career development is to ensure that people have the competence, motivation, and self-management skills they require to make successful life role transitions.

The Colleges and Career Development Division provides support services to regional centers in the implementation of career development activities and

employment development projects. This support includes developing career libraries, testing and assessment resources; promoting career development and funding training associated with enhancing career development counselling services and resources throughout the NWT.

School of Community Government

The School of Community Government of the Department of Municipal and Community Affairs was established in 1999 with a goal to improve the quality and quantity of training and development opportunities for community governments and aboriginal organizations. Through a collaborative approach with its partners, the School has successfully developed eleven core community government training programs in areas including Management, Lands, Finances, Safety and Operations. Over 2300 community representatives have participated in School of Community Government training.

The aboriginal enrolment rate for 2003/04 was approximately 63% (555). During that period, five (5) indigenous aboriginal participants obtained occupational certification as Finance Officer and two (2) as Housing Manager.

The School of Community Government has proven to be an extremely effective means of building capacity in the NWT's aboriginal population. Through the efforts of the School of Community Government, the Northwest Territories Housing Corporation was able to facilitate the training of Local Housing Organization employees.

Law School Career Development Program

The Department of Justice administers the Law School Development Program that provides monetary, mentoring and employment support to indigenous aboriginal students pursuing a career in law. During the 2003/04 academic year four (4) students were funded through this program. The program also offers opportunities for summer employment and mentoring.

Part 2 - Departmental Reports on Affirmative Action

The following reports from each department provide information on affirmative action statistics and specific efforts by the department to support the Affirmative Action Policy.

Ministry of Aboriginal Affairs

Overview

The Ministry of Aboriginal Affairs has 42 positions as well as three Vote 4/5 indeterminate positions, totalling 45 positions. All positions are located in Headquarters.

Affirmative Action Statistics

As of March 31, 2004, there were 38 employees within the Ministry. This includes all indeterminate, term and part-time employees.

	March 31, 2004	March 31, 2003
Total Employees	38	41
Indigenous Aboriginal	15 (39.5%)	14 (34.1%)
Resident Disabled	0	0
Indigenous Non-Aboriginal	12 (31.6%)	11 (26.8%)

	March 31, 2004	March 31, 2003
Management Positions	7	7
Women in Management	0	0
Aboriginal in Management	3 (42.9%)	2 (28.6%)

	March 31, 2004	March 31, 2003
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

Note: these statistics do not include 1 Aboriginal senior manager seconded to NWT Development Corp.

All of the positions are located in Headquarters.

Recruitment Statistics

For year ending March 31, 2004, the Ministry had four new hires. Included are two summer students. Of these the following were Affirmative Action:

	Aboriginal Candidates	Indigenous Non-Aboriginal Candidates	Women in Non-Traditional or Management
Number of New Hires	2	1	0

The statistics do not include 2 employees seconded to outside agencies – one Indigenous Aboriginal, one Indigenous Non-Aboriginal – and 2 employees transferred from other departments on an assignment – one Indigenous Aboriginal, one Indigenous Non-Aboriginal.

Promotions Statistics

Out of three promotions, two Indigenous Aboriginal employees and one Indigenous Non-Aboriginal employee were promoted.

	Aboriginal Candidates	Indigenous Non-Aboriginal Candidates	Women to Non-Traditional or Management
Number of Promotions	2	1	0

Recruitment

The Ministry applies the Affirmative Action Policy during the staffing process. The Ministry continues to implement initiatives to increase and retain the representation of Affirmative Action employees. The Ministry's goal is to maximize the number of positions filled by Affirmative Action candidates.

Where skills and/or experience may be questionable, the candidate is hired on a casual basis for a maximum one-year period. On-the-job professional development and mentoring or coaching is provided. Before the end of the training period, the candidate is assessed for suitability. If the candidate proves to be suitable, direct appointment is recommended. During 2003-04, two employees, one Indigenous Aboriginal and one Indigenous Non-Aboriginal, who were on developmental assignments were promoted through direct appointments.

Student Employment

During 2003-04, two students were hired. Both were Affirmative Action candidates. They were placed in their area of studies that provided them with progressive experience.

Direct Appointments

During 2003-2004, four employees were directly appointed, three of them after successful conclusion of a developmental assignment. Of these four, two are Indigenous Aboriginal and two Indigenous Non-Aboriginal.

Transfer Assignments – External

The Ministry has four employees on transfer assignments from other departments. Two are Indigenous Aboriginal employees and two Indigenous Non-Aboriginal.

Retention Strategies

The Ministry is committed to providing opportunities for growth to all employees. The Ministry continues to utilize various strategies, such as transfer assignments, developmental assignments, career development and workshops or courses to promote the retention of our employees.

Transfer Assignments – Internal

The Ministry makes use of transfer assignments or secondments when candidates with the necessary skills and experience have been identified, normally through the staffing process. Career development is also achieved through transfer assignments. For the most part, the Ministry gives first consideration to eligible Ministry employees. Out of five internal assignments, four are on developmental assignments and one on transfer assignment. Out of the five, the assignees consist of two Indigenous Aboriginal employees and one Indigenous Non-Aboriginal employee.

Career Development and Training

While each employee is responsible for their own career plan, the Ministry fully supports and encourages those who have identified training needs to reach their current, short-term and/or long-term career objectives. Training needs are identified during the performance evaluation process or when opportunities arise.

Employees also receive training and development such as computer related, management and other work related courses offered locally.

The Ministry also implements other training and development strategies such as shadowing which provides some on-the-job training to Assistant Negotiators.

The Ministry also provides opportunities for developmental experience in management to suitable employees through acting assignments. Acting assignments are used extensively to promote employee development.

Organizational Support

Employees are recognized for personal or academic achievements in addition to outstanding performance with respect to their duties. Recognition is given for outstanding performance through bonuses; and public recognition by way of presenting long service awards at departmental functions. Upon recommendation by management, the Tlicho Negotiating Team was presented with the Premier's Award for Excellence for their hard work in finalizing the Tlicho Final Agreement.

As well, the Ministry supports flexible working arrangements to accommodate employees' schedules.

Succession Planning

The organization structure within the Ministry offers promotional opportunities, specifically in the area of negotiations. Better opportunities for advancement to a more senior position are provided to assistant negotiators or senior policy advisors as they gain necessary skills and experience.

As well, an Indigenous Non-Aboriginal employee, in a non-supervisory position, has taken on supervision in order to develop supervisory and management skills.

Management Assignment Program

The Ministry has three employees on the Management Assignment Program. The program develops existing employees who demonstrate management and leadership potential beyond their current position in the organization. The program offered pre-management, management and senior management levels in 2003-04.

Out of these three employees, one is Indigenous Non-Aboriginal.

Turnover Statistics

Four employees left the Ministry during the year.

Evaluation/Accountability

Performance Evaluation

The Ministry completed 100% of their 2003-2004 performance appraisals.

Analysis of Turnover

Out of four employees, two were Affirmative Action employees. One was promoted and the other, who was seconded, ended the agreement early.

Challenges and Opportunities

Recruitment Challenges

The Ministry continues to experience great difficulty in hiring senior policy advisors and chief/assistant negotiators.

External Challenges

There is a small pool of qualified seasoned chief negotiators and the Ministry is in competition with the federal government and Aboriginal organizations. In most cases, the competition offers better compensation packages.

Employment opportunities within the Ministry are primarily technical and senior in nature which requires both advanced education and considerable experience.

Internal Opportunities

Opportunities for growth to gain technical skills are provided through various initiatives such as transfer assignments, informal training-on-the job, and structured training. Additionally, the Ministry has committed and devoted employees which provides continuity and corporate knowledge.

Department of Education, Culture and Employment

Affirmative Action Statistics

Category	Number	Percentage
Indigenous Aboriginal	327	30.03%
Indigenous Non-Aboriginal	71	6.52%
Non-Aboriginal	684	62.80%
Southern Aboriginal	7	0.06%
Disabled	0	0.00%
Total *	1089	
Senior Management		
SRM Female	15	57.69%
SRM Indigenous Aboriginal	7	26.92%
SRM Total*	26	
Non-Traditional		
Female in Non Traditional Occupations	0	0.00%
Non Tradition Total*	9	

* Totals include ECE, the DECs, the *Commission*, the DEAs and the College

Recruitment Stats

No. Competitions in Progress	No. of Competitions Completed	No. of Indigenous Aboriginal Hired	No. of Indigenous Non-Aboriginal Hired	No. of Non-Aboriginal Hired	No. of Women in Non-Traditional Position/ Management Positions
6	55	20	5	30	3

Note: Recruitment Stats do NOT include NWTTA recruitment.
Some competitions filled more than one vacancy

Corporate Policy

ECE, the DECs, the *Commission*, the DEAs and the College are developing a skilled, productive civil service that represents the people it serves. ECE human resource planning includes preparing and establishing staff development and management strategies. This approach maintains and develops a supply of skilled workers from a number of cultural and language groups who are capable of serving residents of the NWT. ECE works within the framework of the GNWT Human Resource Management System that manages recruiting, retaining, assessing, training and developing human resources. ECE also has numerous pre-service and in-service training initiatives for ECE employees, particularly for its teaching workforce.

Recruitment

Student employment

During 2003/2004, a combined total of 38 students were hired at the department, divisional councils, and Aurora College. Sixteen were indigenous aboriginal, 21 were indigenous non-aboriginal. Five were participants in the Progressive Experience Program, a program designed to provide students with work experience related to their field of study.

Graduate Employment

During 2003/2004, six new northern graduates were hired into internship positions. Two of these grads were indigenous aboriginal and one was indigenous non-aboriginal.

Seven new northern graduates of teaching programs were hired as new teachers, two of these grads were indigenous non-aboriginal.

Work Placements

The department supported two students from Aurora College to complete their work placement for office experience. Both students were indigenous aboriginal.

Coordinated Marketing and Recruitment

To replace the number of teachers who leave the North annually (an average of 25% in 2002) and the annual shortfall of Northern graduates (approximately 10-15 per year), recruiting new teachers from other jurisdictions is necessary. For some time, ECE has coordinated teacher recruitment activities with the DECs and DEAs.

Retention

The Department of Education has a number of initiatives in place to support retention of employees. These initiatives include;

a. NWT Teacher Induction and Mentorship Program,
b. Educational Leadership (Principal) Training,
c. Professional Development for Teachers, and
d. Professional improvement for College Instructors.

In addition, a number of training programs and developmental opportunities are available to departmental staff in other occupations.

Transfer Assignments

There were thirty-three individuals on transfer assignments during 2003/2004. Four were indigenous aboriginal, five were indigenous non-aboriginal and one woman in senior management.

Short Term Education Leave

Two employees were provided with Short Term Education Leave to pursue degree programs.

Education Leave

ECE supported two indigenous aboriginal students with education leave.

Organizational Support

Mentorship

A number of Education, Culture and Employment employees are participating in the GNWT Management Assignment Program Mentorship (MAP) program. Two Senior Managers are acting as mentors for MAP participants from other departments and the department's two MAP participants are participating as associates.

As mentioned, a mentorship program is in place for teachers new to the NWT. A total of seventy-six new teachers were mentored. All northern teacher graduates hired into the system were matched with a mentor.

Employee Recognition

The Department of Education Culture and Employment held its long service awards in January 2004. A total of 109 employees were recognized for their long service.

In June 2003, the Idaa Trail Project Team, which included ECE employees from the Museum and the Dogrib Community Services Board, was awarded The Premier's Award for Excellence in recognition of their innovation and dedication to this project.

Flexible Working Arrangements

The department has a number of employees working flex-time and is supportive of considering requests as long as operational requirements can be met.

Succession Planning

Management Assignment Program (MAP)

Fiscal year 2003/2004 was the first year of the GNWT Management Assignment Program. Two ECE employees were accepted into the program. One of these employees is indigenous aboriginal.

Transfer Assignments (for development purposes)

ECE placed a MAP participant from another GNWT department into a Senior Management position on a Transfer Assignment to support the individual's developmental plans.

Acting Assignments (for development purposes)

One of ECE's MAP participants is Acting in a Senior Management position within the department.

Standardized Exit Interviews

During the 2003/2004 fiscal year, 18 employees were asked to complete exit interviews.

Evaluation/Accountability

Performance Evaluations

The department completes its annual performance evaluation cycle in June of each year. The department's completion rate for Performance Evaluations is 82% for 2003.

Department of Executive

Affirmative Action Status

As of March 31, 2004, there were 60 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2004	March 31, 2003
Total Employees	60	67
Indigenous Aboriginal	15 (25%)	15 (22%)
Indigenous Non-Aboriginal	20 (33%)	23 (34%)

	March 31, 2004	March 31, 2003
Management Positions	10	11
Women in Management	6 (60%)	7 (64%)
Aboriginal in Management	2 (20%)	2 (18%)

All of the positions are located in Yellowknife except for 1 in Hay River and 1 in Ottawa. There are no non-traditional positions within the Department of Executive.

Hires/Recruitment

- One (1) indeterminate position was filled during the year. The successful applicant was a non-priority candidate.

- In an effort to develop the skills and experience of potential future employees, nine (9) students were employed in summer 2003 with the department. There were six (6) P2 students and two (2) P1 students.

Retention

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through an annual long service event in April 2004.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

- Job sharing for two employees.

Training and Development

- Thirteen (13) employees were provided the opportunity to develop their skills through transfer assignments between departments.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

- The Department's completion rate on performance appraisals was 21%. All ministerial staff are included in the department's positions and performance reviews are often not completed for these individuals.

Departmental Analysis

Employment opportunities within the Department of the Executive are primarily professional and senior in nature, which requires both advanced education and considerable experience. With 25% of the overall employees being Aboriginal, the department has not achieved a representative balance. Indigenous non-aboriginal representation is 32% of the overall employees and women occupying management positions represent 60% of the department's management positions.

Department of Finance

Affirmative Action Status

As of March 31, 2004, there were 49 continuing employees within the Department of Finance. This includes all indeterminate and term employees funded by appropriation, by the Liquor Revolving Fund and by Vote 4/5 arrangements.

Statistics

	March 31, 2003	March 31, 2004
Total Employees	45	49
Indigenous Aboriginal	8 (17.7%)	9 (18.3%)
Indigenous Non-Aboriginal	7 (15.6%)	5 (10.2%)
Disabled	1 (2.2%)	1 (2.2%)
Management Positions	13	13
Women in Management	3 (23.1%)	4 (8.1%)
Aboriginal in Management	2 (15.4%)	3 (6.1%)
Non-Traditional Positions	2	1
Women in Non-Traditional	1 (50.0%)	0

Distribution

	Senior Management	Managers	Professional	Officer	Clerical	Total
Aboriginal	2	-	-	1	6	9
Long-Term Northerners	-	1	-	3	1	5
Disabled	-	-	-	1	-	1
Women in Management	1	4	-	-	-	5
Women in Non-Traditional	-	-	-	-	-	-
Non Priority	3	2	9	5	8	27
Vacant	-	-	1	1	-	2
Totals	6	7	10	11	15	49

All of the positions are located in Yellowknife and Hay River.

Casual Staff hired during the year

	March 31, 2003	March 31, 2004
Total Hired	169	*228
Aboriginal	109 (64.5%)	188 (82.4%)
Indigenous Non Aboriginal	8 (4.7%)	18 (7.8%)

*Includes 209 casuals for the 2004 Housing Needs Survey.

Highlights

During the period April 1, 2003 to March 31, 2004, the Department of Finance was particularly active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- All position descriptions have been reviewed to identify and remove systemic barriers. As these descriptions are up-dated, and each is carefully reviewed to ensure that no systemic barriers have been included. 72% of all position descriptions are less than 3 years old.

- Staffing officers in the Department have been charged with the responsibility of ensuring that the Government Affirmative Action Policy is complied with, both in the letter of the Policy and the spirit. Each competition is reviewed to ensure that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups. Departmental Managers and Directors are all aware of the Policy and cooperate fully with its requirements.

- Of the 7 positions filled during the year, two (28.5%) were affirmative action candidates. The Department of Finance recognizes its own limitations and, being a small department staffed largely by specialists such as economists and statisticians, has not been able to attract high numbers of affirmative action candidates.

- Overall, employees who are a part of the designated groups under the Affirmative Action Policy make up 36.7% of the department.

- The departmental web site was updated and expanded in order to maximize the exposure of employment opportunities to all designated groups.

- In an effort to develop the skills and experience of potential future employees, the department employed four students in the summer of 2003.

- No direct appointments were made in the reporting period.

Retention

- The average length of public service of those working for Finance is 8.9 years, higher than the GNWT average of 8 years. The average service with the Department is 7.1 years and average length of time in the position is 5.4 years.

GNWT Service	Senior Management	Managers	Professional	Officer	Clerical	Total
25 + years	-	-	-	-	1	1
20-25 years	3	-	-	-	-	3
15-20 years	2	-	-	1	3	6
10-15 years	-	2	1	2	1	6
5-10 years	1	1	5	3	3	13
0-5 years	-	4	3	3	8	20
Vacant	-	-	1	1	-	2
Totals	6	7	10	10	16	49

- Every new employee receives an orientation manual prepared by the Department. This manual introduces the employee to the Government and the Department; highlights some of the important factors and rules that new employees need to consider; and provides the new employee with help in identifying sources of information.

- One employee was seconded to an outside organization for a one-year term.

- One employee, an indigenous aboriginal, is currently on education leave from August 2002 until May 2004. The individual is included in the affirmative action statistics above.

- Frequent assignment of employees to act in higher positions allows employees to gain supervisory and management experience.

Promotions

- All vacant positions in the Department were staffed using the competition process, so there were no direct promotion appointments.

- During the year, three positions were staffed from within the Department after open competitions.

- One employee is on a lateral transfer assignment within the department. The department also accepted one interdepartmental transfer assignment and the employee was successful in an open competition for a senior management position within the department at the conclusion of the transfer assignment.

Organizational Support

- The Department has a strong commitment to the tenets that support the Affirmative Action Policy. In 2000-01, the Department commissioned an Affirmative Action Strategy to assist the Department to develop processes to improve Affirmative Action participation. Elements of this strategy are being implemented to help to strengthen the current practices and procedures and help craft the foundation for new Affirmative Action initiatives.

- The department recognized the long service of its employees through annual long service events. This year the Department recognized ten 5-year employees, two 15-year employees, two 20-year employees and two 25-year employees.

- The department also supports the work / family balance of employees by making every effort to allow flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

Succession Planning

- The department actively supports the on-going professional development of all staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. Finance staff attended an average of 1.5 development sessions each.

- The department actively encourages the development of employees to meet the requirements of more senior positions. In addition, encouraging the development of theoretical skills through education, as described above, the department actively supports having staff act in more senior positions. During the year, this took place 40 times. Not included in this number are the times when employees who have standing acting authority acted in higher positions. The department currently has five standing acting positions.

Evaluation / Accountability

- During the past year, the department has made special efforts to increase the completion rates of employee evaluations. As a result, 81% of evaluations were up to date at year-end.

Challenges and Opportunities

- Like most of the Government, the department faces an aging workforce. The following table illustrates the age distribution within the department:

	Total
50-69	12
40-49	17
30-39	11
20-29	7
Vacant	2
Total	49

- The average age of employees is 43.5 years. The department did not have any retirements in the past year.

- The department includes a number of unique positions such as economists and statisticians, which requires significant education. The job descriptions for each of these positions have been examined carefully to ensure that the educational requirements are legitimately required by the duties and responsibilities of the positions. Despite always advertising these positions in the North, in the past five years the department has not been able to hire a single qualified statistician from the North. Similarly, the department has only been able to hire one economist from the North. Until there is a larger pool of educated professionals in the North, the department anticipates similarly disappointing results when recruiting for these specialized positions.

- The department is also facing increased pressure from higher wages offered in the south. No longer is the North the leader in salaries offered. Exclusive of staff returning to school or participating on the deferred salary leave plan, the department experienced three staff resigning their positions, one dismissal and one passed away. Only one of the resigned employees transferred to another GNWT position as a promotion; the other two left to seek other employment.

Financial Management Board Secretariat

Overview

The Financial Management Board Secretariat (FMBS) is the Government of the Northwest Territories' central agency, providing support to the Financial Management Board. Comprised of six divisions: Directorate, Labour Relations and Compensation Services, Government Accounting, Audit Bureau, Budgeting and Evaluation and the Technology Service Centre (TSC) the FMBS co-ordinates and promotes the efficient use of the Government's human, financial and information resources. Headquartered in Yellowknife, the FMBS also has regional/area offices in Fort Smith, Inuvik, Fort Simpson and Hay River.

Departmental Demographics

Number of Positions

As of March 31, 2004, there were 139 active public service employees within the FMBS out of an approved compliment of 174 (indeterminate, term, full-time and part-time employees are included in the data).

Age

The average age of FMBS employees was 39.8 years of age (Table 1.1). This is 2.2 years younger then the average age reported during the 2002-03 fiscal year.

Table 1.1

Age Range	# of Employees	Percentage
20-24 years	5	3.6%
25-29 years	17	12.2%
30-34 years	15	10.8%
35-39 years	32	23.0%
40-44 years	17	12.2%
45-49 years	27	19.4%
50-54 years	9	6.5%
55-59 years	13	9.4%
60 and greater	4	2.9%
Total # of employees	**139**	**100.0%**

Years of Service

The average years of GNWT service of FMBS employees were 9.2 years (Table 1.2). This represents a 0.1 decrease compared to the 2002-03 fiscal year.

Table 1.2

Range	# of Employees	Percentage
0 to 4 years	64	46.0%
5 to 9 years	15	10.8%
10 to 14 years	24	17.3%
15-19 years	17	12.2%
20-24 years	11	7.9%
25-29 years	7	5.0%
30-35	1	0.7%
Total # of employees	**139**	**100.0%**

Vacancy Rate

As of March 31, 2004, 139 (79.9%) of the 174 active positions within the FMBS were filled, representing a vacancy rate of 20.1%. One hundred and eleven (79.6%) of the filled positions and 28 of the total vacancies were at headquarters (Table 1.3 and Table 1.4).

Table 1.3

	2003-04			
Region	**Total**	**Filled**	**Vacant**	**Vacancy Rate**
Headquarters	139	111	28	20.1%
Fort Smith	16	12	4	25.0%
Fort Simpson	9	8	1	11.1%
Inuvik	10	8	2	20.0%
Total	174	139	35	20.1%

Note: Vacancies in the Regions include TSC Regional support

Table 1.4

	2003-04			2002-03		
	Total	**Filled**	**Vacant**	**Total**	**Filled**	**Vacant**
Directorate	16	13	3	19	13	6
Labour Relations & Compensation Services	47	39	8	52	44	8
Government Accounting	25	19	6	25	20	5
Budgeting & Evaluation	15	12	3	14	12	2
Audit Bureau	13	7	6	13	9	4
Fort Smith	16	12	4	11	11	0
Fort Simpson	9	8	1	6	5	1
Inuvik	10	8	2	9	8	1
Technology Service Centre	23	21	2	7	7	0
TOTAL 2003-04	*174*	*139*	*35*	*156*	*129*	27

Of all the Divisions, the Audit Bureau continues to show significant vacancy rates. As a result, a number of initiatives have taken place. Among them is the development of existing employees within the Audit Bureau to eventually fill senior level auditing positions after appropriate training and work experience. Also, an Audit Technician Intern position was established for the upcoming fiscal year. The division has also made adjustments to existing complements of positions, creating lower level positions where the success rate for attracting qualified candidates has been more successful.

Affirmative Action Statistics

Of the 139 filled positions, 80 incumbents were eligible members of an Affirmative Action Policy target group (Table 2.1). This accounted for 57.6% of the total filled positions within the FMBS.

Table 2.1

Affirmative Action Target Group	HQ	Ft. Smith	Ft. Simpson	Inuvik	Total
Indigenous Aboriginal	14	9	5	5	33
Indigenous Non-Aboriginal	34	1	0	0	35
Persons with Disabilities	0	0	0	0	0
Women In Management	1	0	0	1	2
Women in Non-Traditional Occupations	10	0	0	0	10
Total Affirmative Action	59	10	5	6	80
Percentage	53.2%	83.3%	62.5%	75.0%	57.6%
Other	52	2	3	2	59
Percentage	46.8%	16.7%	37.5%	25.0%	42.4%
Total Filled positions	111	12	8	8	139

Note: For Affirmative Action reporting purposes, the category "Women in Management" refers to those women occupying senior management positions.

An overall comparison of Affirmative Action target group representation between the 2003-04 and 2002–03 fiscal years (as of March 31) indicates that there was an increase of 9 in overall representation among total employees (Table 2.4). In 2003-04, there was an increase in representation of Indigenous Aboriginals, Indigenous Non-Aboriginals and women in non-traditional occupations.

Table 2.4

Affirmative Action Target Group	2003-04	2002-03	2001-02
Indigenous Aboriginal	33	27	23
Indigenous Non-Aboriginal	35	34	31
Persons with Disabilities	0	0	0
Women In Management*	2	2	2
Women in Non-Traditional Occupations**	10	8	5
Total Affirmative Action 03-04	*80*	*71*	*61*
Other	*59*	*58*	*65*
Total Employees	*139*	*129*	*126*

Recruitment

Through the utilization of strategic human resource management, the FMBS continued in its efforts to attract and retain qualified Affirmative Action Policy candidates. In 2003-04, recruitment initiatives included a total of thirty-three (33) hiring actions (Table 3.1). Among the successful candidates were eight (8) Indigenous Aboriginals, six (6) Indigenous Non-Aboriginals, and one (1) woman in a non-traditional occupation. The remaining eighteen (18) incumbents did not have Affirmative Action target group status.

Table 3.1

Affirmative Action Target Group	LR&CS	Directorate	Govt. Accounting	Budget & Evaluation	Audit Bureau	TSC	Total
Indigenous Aboriginal		2				6	8
Indigenous Non-Aboriginal						6	6
Persons with Disabilities						0	0
Women In Management						0	0
Women in Non-Traditional Occupations				1		0	1
Total Affirmative Action	0	2	0	1	0	12	15
Percentage	0.0%	66.7%	0.0%	50.0%	0.0%	57.1%	45.5%
Other	2	1	3	1	2	9	18
Percentage	100.0%	33.3%	100.0%	50.0%	100.0%	42.9%	54.5%
Total Filled Positions	2	3	3	2	2	21	33

The FMBS continues to face challenges in recruiting qualified Affirmative Action target group members in areas that require professional accreditation, including accounting designations required for positions in the Audit Bureau. Another challenge is finding candidates with suitable post secondary education levels, combined with the experience required to fill a number of positions successfully.

In support of the Maximizing Northern Employment Strategy, the FMBS continued to utilize initiatives that promoted the recruitment of Affirmative Action Policy target groups. The Department's participation in the summer student and internship programs demonstrated its commitment to supporting the development of competent and qualified individuals, particularly candidates who have

Affirmative Action Target status. Participation also helps the FMBS identify potential candidates for full-time employment in the future.

Intern Positions

In 2003-04 the FMBS established six (6) internship positions. A total of five (5) hiring actions were taken. 60% of interns hired were members of an Affirmative Action target group (Table 3.3).

Table 3.3

Position Title	Division/Region		Status	Priority Status
Records And ATTIP Intern	Directorate	HQ-Yellowknife	Vacant	n/a
Labour Relations Officer	LR& CS	HQ-Yellowknife	Filled	Indigeneous Aborginal
Compensation & Benefits Assistant	LR& CS	Fort Smith	Filled	Indigeneous Aborginal
Desktop & LAN Intern	TSC	HQ-Yellowknife	Filled	Not Affirmative Action
Server Support Rep.	TSC	HQ-Yellowknife	Filled	Not Affirmative Action
Desktop & LAN Intern	TSC	HQ-Yellowknife	Filled	Indigeneous Non- Aborginal
Total Intern Postions				6
Total Filled				5
Total Affirmative Action				3
Percentage				60%

It should be noted that attempts were made to staff the Records and ATIPP position, however, the challenge was finding candidates with the required educational background – students have not been enrolling in this field of study.

Summer Student Positions

The FMBS strives to provide its summer students with a meaningful work and learning environment through its summer employment opportunities within its various divisions. The summer student budget amounted to $206,000 for the 2003-04 fiscal year, with actual expenditures amounting to $202,000. In comparison to the 2002-03 fiscal year, the budget increased by $32,000 with actual expenditures increased by $15,000.

During the summer of 2003, a total of twenty-four (24) summer students were hired by the FMBS. One hundred percent of those hired were eligible members of an Affirmative Action Target Group (Table 3.4). Although there was a decrease of three (3) student positions from the previous year, there was a 7% increase in Affirmative Action target group representation among students. Twenty-one (21) of the students were employed within various divisions at Headquarters while the remaining three (3) were dispersed amongst the three regions.

Table 3.4

Position Title	Division/Region	Priority Status
Admin. Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Aboriginal
Equal Pay Clerk	HQ-Yellowknife	Indigenous Non-Aboriginal
Finance Clerk	HQ-Yellowknife	Indigenous Non-Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Aboriginal
Records Clerk	HQ-Yellowknife	Indigenous Non-Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Programmer	HQ-Yellowknife	Indigenous Non-Aboriginal
Senior Cashier	HQ-Yellowknife	Indigenous Non-Aboriginal
Equal Pay Clerk	HQ-Yellowknife	Indigenous Non-Aboriginal
Finance Clerk	HQ-Yellowknife	Indigenous Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Finance Clerk	HQ-Yellowknife	Indigenous Non-Aboriginal
Casual Audit Technician	HQ-Yellowknife	Indigenous Non-Aboriginal
Admin. Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Assistant Auditor	HQ-Yellowknife	Indigenous Non-Aboriginal
Equal Pay Clerk	HQ-Yellowknife	Indigenous Aboriginal
Collections Assistant	HQ-Yellowknife	Indigenous Non-Aboriginal
Equal Pay Clerk	HQ-Yellowknife	Indigenous Aboriginal
Finance & HR Officer	Fort Smith	Indigenous Aboriginal
Office Clerk	Inuvik	Indigenous Aboriginal
Accounting Services Clerk	Fort. Simpson	Indigenous Aboriginal
Total Intern Postions 2003-04		24
Total Affirmative Action		24
Percentage		100%

Retention

To recognize the commitment and service of its employees, the FMBS distributed long-term service awards. A total of thirteen (13) employees were recognized for their service with the GNWT within FMBS headquarters in Yellowknife. Among them were six (6) individuals with 5 years of service, four (4) with 10 years of service, one (1) with 15 years of service, one (1) with 20 years service and one (1) with 25 years of service. The Department's Regional offices in Inuvik and Fort Smith recognized the long service of five (5) employees, one (1) with 5 years service, two (2) with 15 years service and two (2) with 20 years service.

Training and Development

Through the allocation of financial resources and the identification of training and development opportunities for employees, the FMBS continues to demonstrate its commitment to the professional growth of its employees. During the 2003-04 fiscal year the Department dedicated $137,000 of its budget to the training and development of its workforce. The actual expenditures for training and development amounted to $140,000. Employees from various divisions and regions participated in workshops, seminars, conferences and completed certificate programs or university courses during the fiscal year. Training was completed in areas such as records management, labour arbitration, financial accounting, CGA professional development, computer software, and team building.

Evaluation/Accountability

The FMBS believes in providing its employees with timely and accurate feedback on performance in an effort to foster an environment that continuously works to improve. The performance management system helps employees identify areas of improvement and career development and continue the successful work they are performing. For the 2003 calendar year, the performance evaluation completion rate was 93% for eligible FMBS employees.

Terminations

During the 2003-04 fiscal year the FMBS had fourteen (14) terminations. This resulted in a turnover rate of 8.0% (based on 174 approved positions) for the 2003-04 fiscal year.

The Corporate Services – Executive Offices, conducted exit interviews with departing employees of the FMBS. Among the fourteen (14) exiting employees in 2003-04, there were several reasons given for terminating employment with the FMBS.

Ended Temporary Employment	3
Company Transfer Out	2
Retirement	3
Resignation	6
Total	14

Department of Health and Social Services

Affirmative Action Status

As of March 31, 2004, there were 1163 public service employees within the N.W.T. Health and Social Services System. The data includes all indeterminate, term and part-time employees. Employees of the Hay River Community Services Board are not public servants and are not included in the data.

Affirmative Action Status by Health and Social Services Authority

Regional Board/ Authority	Total Employee Records Reporting AA Status (2003)	Total Employee Records Reporting AA Status (2002)	# Aboriginal		# Ind. Non-Aboriginal		# Other Non-Aboriginal	
			2003	2002	2003	2002	2003	2002
Deh Cho	60	54	34	24	3	4	23	26
Dogrib	72	62	46	39	3	1	23	22
Fort Smith	87	79	35	33	2	2	50	44
Inuvik	245	238	109	112	8	7	128	119
Stanton	385	355	25	26	43	42	317	287
Yellowknife	151	124	43	34	19	16	89	74
Department	163	159	37	28	23	23	103	108
HSS Overall Total	**1163**	**1071**	**329**	**296**	**101**	**95**	**733**	**680**

Affirmative Action Status Employees Occupying Non-Traditional Positions (8)

	Males	Females	Total
Aboriginal	1	1	2
Indigenous Non-Aboriginal	5	1	6
Non-Aboriginal	12	2	14

Affirmative Action Status Employees Occupying Management Positions (19)

	Males	Females	Total
Aboriginal	0	11	11
Indigenous Non-Aboriginal	3	5	8
Non-Aboriginal	22	30	52

Retention and Recruitment Initiatives

The Government is committed to ensuring there are adequate allied health care professionals, nurses and social service workers in the NWT to ensure quality health care continues to be provided to NWT residents.

To ensure there are adequate human resources available to deliver health and social services and programs the Health and Social Services System takes a three-pronged approach:

1. **Retention -** One of the best recruitment strategies is the retention of current employees.

2. **Northern Workforce -** The development of a northern workforce is a short, medium and long-term strategy that assists in recruitment and retention.

3. **Recruitment -** Creative and proactive recruitment initiatives, that highlight the benefits of providing health and social services care in the NWT, are required to ensure successful recruitment.

Professional Development Initiative

The Professional Development Initiative provides front line health and social services professionals and managers with guaranteed professional development opportunities.

Approximately $1.9 million is allocated annually to support professional development activities across the Health and Social Services System. These funds assist with expenses, such as, but not limited to, course/program tuition and travel. Financial assistance of $2,000 is available for each eligible employee residing in Yellowknife, Hay River or Fort Smith, and $3,000 for each eligible employee residing in all other communities in the NWT.

Bursary Programs

To assist in the development of a northern workforce, in 2003/2004 a total of 136 bursaries were issued under the following bursary programs:

81	Health & Social Services Academic Bursary
7	Practicum Bursary
21	Preceptorship Bursary
2	Health & Social Services Post Graduate Bursary
4	Southern Educational Program Bursary
1	Nurse Practitioner Education Leave Bursary

2	Nurse Practitioner Academic Bursary
2	Resident in Family Practice Bursary
7	NWT Medical Student Bursary
9	Justice Emmett Hall Medical Clerkship Elective Bursary

The benefits of bursaries are immediate to students and, in the medium and long-term, assist in the development of a northern workforce.

In 2003/04 the "One-Time Health and Social Services Bursary" that was available to northern social worker and nursing students in 2002/03 was transferred to the Department of Education and is now available as a "Health and Social Services Remissible Loan" under the Student Financial Assistance Program. This loan is in addition to any other financial assistance available to northern students through the Student Financial Assistance Program.

Health Jobs Review

A comprehensive review of all nursing and allied health professional job descriptions was undertaken to ensure the job descriptions and evaluations accurately reflect the knowledge, skills, abilities and working conditions required of the positions. Four hundred and seventy-six positions were affected by the review; 201 positions were regraded with salary increases, 24 positions were downgraded; 235 positions remained within the same salary range and 16 new positions were evaluated.

Summer Student Employment Program (SSEP)

In 2003/2004, the Health and Social Services Summer Student Employment Program supported the health and social service authorities/board in hiring 29 northern post-secondary summer students.

Maximizing Northern Employment

The Health and Social Services System actively participates in the Maximizing Northern Employment Program.

1. Graduate Placement Program

   An aggressive effort is made to recruit and retain northern students who successfully complete their degree or diploma in nursing or social work by providing these graduates with an offer of indeterminate employment .

   The Graduate Placement Program encourages northern post-secondary graduates to stay or return to the north following completion of their studies. The placement of northern nursing graduates into the health and social

services system played an integral role in the stabilization of the nursing provisions at the Stanton Territorial Hospital.

In 2003/04 eighteen nursing graduates were placed in the Health and Social Services System through the Graduate Placement Program, of which nine have priority status under the GNWT's Affirmative Action Policy.

2. Graduate Nurse Mentorship Program

The Graduate Nurse Mentorship Program is designed to assist with the integration of new nurses into the NWT Health and Social Services System. This program was a key component in the successful integration of 29 nursing graduates at Stanton Territorial Hospital over the past two years and demonstrates the success in developing northern nurses.

3. Intern Program

Five interns were placed within the NWT Health and Social Services System during the 2003/04 year.

Evaluation/Accountability

The Department of Health and Social Services recognizes the importance of ongoing performance feedback and the development of employees, which resulted in the implementation of a new Performance Development Review System in the fall of 2002, with a reporting period of March to February for non-senior management employees and April to March for management employees.

In 2003 97% of non-senior management employees and 100% of senior management employees Performance Development Reviews were completed.

Succession Planning

The Health and Social Services System recognizes the importance of succession planning in the development of a northern workforce and is currently supporting four employees in the Government of the Northwest Territories Management Assignment Program.

Education Leave

The Health and Social Services System recognizes the benefits of providing employees with education leave. Seven employees received approval for education leave in the 2003/04 academic year.

Transfer Assignments

During the 2003/04 fiscal year, twelve employees of the Health and Social Services System were on transfer assignments. Eight of these employees transferred within the Health and Social Services System and four accessed assignments in other government departments.

Turnover Rates

During the 2003 calendar year the overall turnover rate within the Health and Social Services' System remained at 15%.

Authority/Department	2003	2002
Deh Cho	19%	14%
Dogrib	5%	15%
Fort Smith	22%	6%
Hay River	14%	16%
Inuvik	16%	18%
Stanton	21%	26%
Yellowknife	9%	13%
Department	13%	15%
Overall Rate	15%	15%

Challenges and Opportunities

External Challenges: The international and national shortage of experienced registered nurses impacts the ability to recruit and retain nurses, especially in small communities where experienced nurses are required.

Internal Opportunity: The effective integration of northern graduate nurses into the health and social services system assisted in the stabilization of nursing services at the Stanton Territorial Health Authority. The effective development and implementation of a Community Health Nurse Development Program will assist in the development of northern Community Health Nurses, which in turn should assist in recruitment and retention.

Department of Justice

Affirmative Action Status

As of March 31, 2004 there were 415 employees within the Department of Justice. This includes all indeterminate and term employees.

	March 31, 2003	March 31, 2004
Total Employees	401	415
Indigenous Aboriginal	137 (34.2 %)	135 (32.5%)
Indigenous Non-Aboriginal	64 (16%)	63 (15.1%)
Disabled	1 (.2%)	1 (.2%)

	March 31, 2003	March 31, 2004
Management Positions	12	11
Women in Management	3 (25%)	5 (45.5%)
Aboriginal in Management	2 (16.7%)	1 (9%)

	March 31, 2003	March 31, 2004
Non-Traditional Positions	9	1
Women in Non-Traditional	4 (44.4%)	0

Community	Total # of Employees
Yellowknife	296 (71.5%)
Hay River	43 (10.5%)
Fort Smith	32 (7%)
Inuvik	32 (7%)
Fort Good Hope	1 (0.2%)
Norman Wells	2 (0.4%)
Rae	2 (0.4%)
Fort McPherson	2 (0.4%)
Fort Simpson	2 (0.4%)
Fort Providence	1 (0.2%)
Tuktoyaktuk	2 (0.4%)

Highlights

During the reporting period April 1, 2003 to March 31, 2004 the Department of Justice was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

A total of 96 positions were filled during this period, of which 40 were filled with affirmative action candidates.

There were 10 promotions, of which 8 were filled by affirmative action candidates.

One woman was promoted into a senior management position.

Under the GNWT Internship Program the Department of Justice hired six interns and two qualified under the Affirmative Action Policy.

To assist in the development of potential future employees 21 summer students were hired. Of these, 18 qualified under the Affirmative Action Policy.

Retention/Succession Planning

A total of sixteen employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department; 11 of these qualified as affirmative action.

In 1999 the department established a bursary program for indigenous aboriginal law students. During the 2003/04 academic year a total of four students were funded through this program. The program also offers opportunities for summer employment and mentoring.

The department places great importance on the training and development of its employees, particularly those who qualify as affirmative action. All training and development activities have been tracked for the past year and the results are being compiled.

All departmental managers are encouraged to work closely with their aboriginal employees to assist them with their professional development and career planning. Formal and informal training plans are used wherever possible.

A Human Resource Action Plan is under development for the Corrections Service, to allow all employees the opportunity to enhance their professional development and assist with their career progression. There will be a particular emphasis on the development of aboriginal candidates for management positions. The Territorial Women's Correctional Centre in Fort Smith currently has an aboriginal woman on a 12 month Warden training program.

Evaluation/Accountability:

Recognizing the importance of ongoing performance feedback, the department placed great emphasis on the importance of completing performance appraisals. The completion rate for appraisals due in the calendar year 2003 was 77%, as of April 23, 2004.

Legislative Assembly

Affirmative Action Status

As of March 31, 2004 there were 30 employees within the Legislative Assembly including employees for Elections NT, the Office of the Languages Commissioner and the Human Rights Commission. This includes all indeterminate, term and part-time employees. It does not include the Members of the Legislative Assembly and their staff.

	March 31, 2004	March 31, 2003
Total Employees	30	32
Indigenous Aboriginal	4 (13.33%)	3 (9.37%)
Indigenous Non-Aboriginal	14(46.66%)	14(43.74%)
Disabled	0	0

	March 31, 2004	March 31, 2003
Management Positions	4	4
Women in Management	1	1
Aboriginal in Management	0	0

	March 31, 2004	March 31, 2003
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

All of the positions are located in Yellowknife.

The following areas highlight how the Legislative Assembly supports the Affirmative Action Policy:

Recruitment

There were nine positions filled during the year. Transfer assignments of employees from other departments filled two. One of these was by an Indigenous Aboriginal and an Indigenous Non-Aboriginal filled the other. Of the remaining six positions, Indigenous Aboriginals filled three, an Indigenous Non-Aboriginal filled one, and the other two were filled by Non-Aboriginals. The Legislative Assembly also hired two interns. One was a transfer from another department.

For the summer of 2003 the department employed seven students. Two of the students were Indigenous Aboriginal and five were Indigenous Non-Aboriginal.

Retention

The Legislative Assembly continues to support the on-going professional development of employees. Employees took part in training in the following areas: computers, finance, records management and access to information and human resources. Employees also participated in professional conferences.

The department is also supportive of the work/family balance of employees by allowing flextime and part-time employment.

Succession Planning

Employees were able to develop new skills by cross training in different positions and by completing acting assignments. Three employees went on transfer assignments at higher levels to other departments. Two of these are Indigenous Aboriginal and one is Indigenous Non-Aboriginal.

Evaluation/Accountability

The department recognizes the importance of feedback in terms of performance and expectations. The department made a concerted effort to ensure performance reviews were completed for all employees.

There were twenty-seven performance reviews completed.

Department of Municipal and Community Affairs

Affirmative Action Status

As of March 31, 2004, there were 126 employees within the Department of Municipal and Community Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2004	March 31, 2003
Total Employees	126	117
Indigenous Aboriginal	35(27.8%)	31 (26.5%)
Indigenous Non-Aboriginal	33(26.2%)	26 (22.2%)
Disabled	0	0

	March 31, 2004	March 31, 2003
Sr Management Positions	13	13
Women in Management	3 (23.1%)	3 (23.1%)
Aboriginal in Management	4 (30.77%)	3 (23.1%)

	March 31, 2004	March 31, 2003
Non-Traditional Positions	11	13
Women in Non-Traditional	0	1 (7.7%)

	HQ/YK/North Slave March 31, 2004	Inuvik/Sahtu March 31, 2004	South Slave /Deh Cho March 31, 2004
Total Employees	85	19	22
Indigenous Aboriginal	12	9	14
Indigenous Non-Aboriginal	28	1	4
Disabled	0	0	0

Highlights

During the period April 1, 2003 to March 31, 2004 the Department of Municipal and Community Affairs was particularly active in supporting the Affirmative Action Policy in the following areas.

Corporate Policy

The Department developed and formally adopted Staff Training and Development Guidelines. These guidelines outline our commitment to support training and development opportunities for all employees, and outline procedures for employees who wish to pursue a variety of training opportunities.

Recruitment

- Twenty-one positions were filled during the year, thirteen with affirmative action candidates. The Department actively seeks out potential affirmative action candidates for vacant positions.

- In an effort to develop the skills and experience of potential future employees, twenty students were employed in the summer of 2003 with the Department. Of these, sixteen were affirmative action candidates.

- One direct appointment of an affirmative action employee was made in the reporting period.

- The Department is committed to hiring graduate students under the GNWT Internship Program. Of the seven interns hired in 2003/04, seven are continuing the program with the Department.

- For hard to staff positions such as Engineers, the Department is making a concentrated effort to hire engineering technologists, and has successfully placed one in our regional offices. We began a training program for an aboriginal employee for a Senior Researcher.

Retention

- One long-term northerner was involved in a secondment to an outside organization.

- The department encouraged all employees to seek out and attend at least one developmental training event per year. Advice on Career Planning was available. The department also provided financial support to employees who, by their own initiative, successfully furthered their education on personal time, when those educational efforts were related to a career in the public service.

- The department actively supported the on-going professional development of staff. This included support for participation in professional conferences,

- Training workshops and support of distance education and college courses. one long-term employee is advancing his studies through Royal Roads University to obtain a Master's degree.

- The department recognized the fact that its most important resource is its human resources and planned to improve employee recognition programs. The Department holds the yearly "Long Service Awards Program" and will continue to explore other ways employees can be recognized.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met. Three employees work on a part-time basis and approximately 10% of the staff are utilizing flexible work hours.

Succession Planning

- Five long-term northerners were provided the opportunity to develop their skills through internal transfer assignments within the department.

- A number of employees were given acting assignments to more senior level positions for developmental purposes. For example, a Senior Land Officer acting as a Manager, Land Programs, and many senior level officers acting in the Director or Superintendent positions.

- The department's Job Evaluation Committee continued to include some non-management staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization. More individuals were trained during the reporting period.

Exit

- The Department has adopted the GNWT Exit Interview Program and encourages employees to complete the forms.

- During the reporting period there were twenty-one new hires, five transfers in from other GNWT departments, fourteen terminations that included retirements and three transfers out to other GNWT departments.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the department made a concerted effort to ensure performance reviews were completed for all employees where there was at least a six-month reporting relationship between employee and supervisor. Completion of staff performance reviews is a major consideration in senior management performance evaluation.

Northwest Territories Housing Corporation

Affirmative Action Status

The Corporation's representation of Affirmative Action employees on March 31, 2004 is:

Year	% Indigenous Aboriginal	% Affirmative Action Employees	Affirmative Action as a % of Total Management Positions
2000/01	36%	54%	64%
2001/02	38%	60%	68%
2002/03	38%	67%	65%
2003/04	36%	65%	78%

As of March 31, 2004 there were 111 employees within the Northwest Territories Housing Corporation. This includes all indeterminate, term and casual employees over four months. Twenty-one employees who meet the affirmative action criteria occupy management positions.

	March 31, 2004	March 31, 2003	March 31, 2002
Total Employees	111	97	97
Indigenous Aboriginal	40 (36.0%)	37 (38.1%)	37 (38.1%)
Indigenous Non-Aboriginal	18(16.2%)	15(15.5%)	13 (13.4%)
Women In Non-Traditional	2(1.8%)	1(1%)	1(1%)
Disabled	7 (6.3%)	7 (7.2%)	3 (3.1%)

	March 31, 2004	March 31, 2002	March 31, 2002
Management Positions	27	31	25
Women in Management*	***9 (33.3%)***	10(32.2%)	8 (32.0%)
Aboriginals in Management	11 (40.7%)	9 (29.0%)	8 (32.0%)
Indigenous Non-Aboriginal	5 (18.5%)	5 (16.0%)	5 (20.0%)

The positions are distributed across five districts and Yellowknife Headquarters. A more detailed breakdown by district and Yellowknife Headquarters is contained on the last page. ***The 9 women identified as Women in Management include 4 Indigenous Aboriginal Women.**

The Corporation's Senior Management Team is comprised of the five (5) management positions representing each of the Headquarters' Divisions and the five (5) management positions representing the five (5) districts. Eighty (80%) of the Corporation's Senior Management Team meets Affirmative Action criteria as follows:

Total Members	Indigenous Aboriginals	Indigenous Non-Aboriginals	Women In Management
10	5	2	1

Highlights

For the reporting period April 1, 2003 to March 31, 2004, the Corporation supported the Affirmative Action Policy through recruitment and retention.

Recruitment

- 78% of the hires in 2003/04 met the affirmative action criteria. ***An Indigenous Aboriginal woman was hired into a middle-management position.***

Total Hires	Indigenous Aboriginal	Indigenous Non-Aboriginal	Women In Management
52	28 (53.8%)	13 (25.0%)	*1 (1.9%)**

- 94.7% of the student hires in 2003/04 met the affirmative action criteria.

Total Student Hires	Indigenous Aboriginal	Indigenous Non-Aboriginal
19	10 (52.63%)	8 (42.10%)

Maximizing Northern Employment	Indigenous Aboriginal	Indigenous Non-Aboriginal	Disabled
Progressive Experience (12)	5	6	n/a
Internships (4)	3	n/a	1

Progressive Experience funding was accessed for twelve students, and eleven of the students met the affirmative action criteria.

Internship funding was accessed for four students, and all four students met the affirmative action criteria.

- The Corporation will continue to pursue the development of Programs Officers/Advisors and Finance Officers though opportunities provided by the implementation of the Internship Program and Succession Planning. In 2003/04 the Corporation filled one Programs Advisor position in Fort Providence. The individual was an Indigenous Aboriginal and worked out of the Fort Providence Housing Association. The Corporation was unsuccessful in filling the Fort Simpson Intern Programs Advisor position primarily because of a lack of office space. For the 2004/05 year, the Corporation has secured

two (2) Intern positions - Programs Advisor, North Slave District Office; Accounting Officer, Finance & Administration Division, Yellowknife.

Challenges and Opportunities

External Challenges: There still remains difficulty in recruiting qualified and suitable candidates for those positions that require higher levels of education and experience. This includes Senior Policy Officers, Senior Technical Officers, and Senior Finance Officers. The Corporation also experiences considerable difficulty in staffing field positions, such as Programs Advisors and Technical Advisors with suitable and qualified staff who are bilingual in English and the aboriginal language spoken in the respective areas.

The difficulty increases in attracting qualified and suitable employees when recruiting for staff in smaller communities. Local Housing Organizations also experience the same difficulty, especially in attracting individuals for management and trades positions.

Internal Opportunities: The maximizing northern employment initiatives, such as progressive experience and internship programs contribute to building a qualified and suitable workforce over the long term.

Effective implementation of a structured succession-planning program will develop middle and senior management over the long term. The Corporation's activity in the 2003/04 Management Assignment Program (MAP):

- Nine (9) Applicants,
- Five (5) Affirmative Action applicants: Four (4) Indigenous Aboriginal; Three (3) Indigenous Non-Aboriginal,
- Voluntary Early Withdrawal from MAP: Three (3) Indigenous Aboriginal; One (1) Non-Affirmative Action,
- Applicant in Pre-Management Stream: One (1) Indigenous Non-Aboriginal.

For the one (1) Indigenous Aboriginal and the three (3) Non-Affirmative Action applicants who did not get accepted into the Pre-Management Stream of the MAP, the Corporation is providing them with opportunities for courses and transfer/acting assignments.

Retention

- In support of succession planning, one aboriginal employee has completed the third year of his training for the District Controller's position. The individual continues to do well with his Certified General Accountant's courses as well as with his on-the-job training and performance of duties.

- A second aboriginal individual is on a two-year internal transfer assignment to a middle management position.

- The Corporation's total investment in training and development initiatives for seventy-one (71) employees in 2003/2004 was approximately $154,277. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Total Number of Affirmative Action Employee March 31, 2004	Number of Affirmative Action Employees Who Received Professional Development	Total Investment for Affirmative Action Employees 2003/04	Investment Per Affirmative Action Employee 2003/04
72	41	$79,043	$1,928

Category	Number of Employees Receiving Professional Development	Investment
Indigenous Aboriginals	22	$ 49,668
Disabled	4	$ 9.100
Indigenous Non-Aboriginals	11	$ 12,395
Women-In Non Traditional	1	$ 215
Women-In Management	3	$ 7,665
Totals	41	$79,043

The Corporation continues to recognize the long service of its employees at regular social events throughout the year. A more structured Corporate approach, consistent with the GNWT Employee Recognition Policy and Guidelines, will be taken in recognizing employees in the 2004/05 year.

Succession Planning

- One (1) Affirmative Action employee is on an external transfer assignment.

- Two (2) Affirmative Action employees are on internal transfer assignments.

Evaluation/Accountability

The Corporation supports the performance review process as it provides an opportunity to recognize staff for their achievements and to identify professional and personal development in consultation with the respective employees. Completion rate for Performance Reviews was 97%. The research and testing associated with a new Performance Review process will be conducted in 2004/05.

Affirmative Action – Northwest Territories Housing Corporation
March 31, 2004

Yellowknife HQ/ Districts	Total Employees	Aboriginal	Long Term Northerners	Disabled
Yellowknife HQ	61	15	12	5
North slave	10	5	3	
South Slave	14	9	3	
Nahendeh	6	4		
Sahtu	7	2		1
Beaufort Delta	13	5		1
Totals	111	40	18	7

Yellowknife/ Districts	Women In Non-Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	2	14	4	3	4
North Slave		3		2	
South Slave		3		1	1
Nahendeh		2		2	
Sahtu		2		1	
Beaufort Delta		3	1	2	
TOTALS	2	27	5	11	5

In the above table, Women in Management show only those women who do not meet affirmative action criteria in any category other than Women in Management. If the women who meet affirmative action criteria in one of the other categories were included, the total women in Management positions would be nine. The difference is the four Indigenous Aboriginal Women who are in Management positions.

Affirmative action employees occupy 78% of total management positions.

Affirmative Action Status – Local Housing Organizations

There are 138 employees located in the Local Housing Organizations and 86.2% of the employees meet the affirmative action criteria. 73.2% of LHO employees are Indigenous Aboriginal and 13.0% are Indigenous Non-Aboriginal.

Highlights

The Corporation continues to support the professional development of Local Housing Organization (LHO) staff through their core funding and also through a Memorandum of Agreement with the School of Community Government. The Corporation contributes $150,000 as well as Corporation staff time to the School for the development and delivery of curricula to meet the needs of staff at the LHO level.

Fifteen (15) out of eighteen (18) LHO employees (83.3%) registered in the 2003/04 courses with the School of Community Government are Indigenous Aboriginal.

Three (3) LHO employees (Indigenous Aboriginal) have completed the course work for certification from the School of Community Government. These employees are eligible to apply to take the exam for the Housing Manager occupational certification.

Three (3) LHO employees have received occupational certification:

Program	Indigenous-Aboriginal	Indigenous Non-Aboriginal
Housing Manager	1	1
Tenant Relations Officer		1

A recent survey completed by LHO's on the delivery of the Housing related Programs through the School of Community Government indicated strong support for the programs. Some preliminary results are:

Category	Rating
The degree of importance for the employer to have certified staff	88% rated this as important to critical
Should training for Housing staff continue to be provided in the North?	100% responded yes

Should the NWTHC continue to support the delivery of training for LHO staff?	100% responded yes
Should the NWTHC continue to partner with the School of Community Government for the delivery of training?	94% responded yes
Highlights experienced in the Program	• Good information related to work • Good rapport/support from other students and instructors • Dealing with others • Staff completing the Program
Barriers in dealing with the Program	• Travel and accommodation costs and time spent away from workplace • Manuals need to be updated

Local Housing Organizations

As of March 31, 2004

BEAUFORT DELTA DISTRICT

	Administration			Maintenance	
	Total	**Indigenous Aboriginal**	**Indigenous Non-Aboriginal**	**Indigenous Aboriginal**	**Indigenous Non-Aboriginal**
Aklavik	7	3	0	4	0
Ft. McPherson	6	3	0	2	0
Holman	7	2	0	4	0
Inuvik	9	2	2	1	2
Paulatuk	2	2	0	0	0
Sachs Harbour	3	2	0	1	0
Tsiigehtchic	2	2	0	0	0
Tuktoyatuk	11	4	0	5	0
	47	**20**	**2**	**17**	**2**

NAHENDEH DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Fort Simspon	6	2	0	3	1
	6	**2**	**0**	**3**	**1**

SAHTU DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Deline	7	3	0	4	0
Norman Wells	4	0	1	1	1
Radilih Koe	9	2	0	7	0
Tulita	5	2	0	3	0
	25	**7**	**1**	**15**	**1**

SOUTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Fort Providence	9	4	0	4	1
Fort Resolution	5	2	0	2	1
Fort Smith	6	1	2	1	1
Hay River	8	1	1	1	2
Lutsel' ke	4	2	0	1	0
	32	**10**	**3**	**9**	**5**

NORTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Yellowknife Housing Authority	10	0	2	0	3
Yellowknife Dene First Nation	7	3	0	3	0
Rae Edzo Housing Authority	9	2	0	5	0
	26	**5**	**2**	**8**	**3**

Total Staff	Indigenous Aboriginal	Indigenous Non-Aboriginal
136	96	20
100%	70.6	14.7

TOTAL AFFIRMATIVE ACTION EMPLOYEES	**116**	**85.3**

Department of Public Works and Services

Affirmative Action Status

Region	HQ / NSRO	Inuvik Region	Ft. Smith Region	Dept. Totals
Aboriginal & Long-Term Residents:				
Total PWS Employees	108	39	60	207
# Indigenous Aboriginal Employees	16	15	43	74
# Indigenous Non-Aboriginal Employees	30	2	4	36
# Disabled Employees	2	1	2	5
Total # of Affirmative Action Employees	48	18	49	115
% Of Affirmative Action Employees	**44%**	**46%**	**82%**	**55%**
Management – Aboriginal, Long-Term Residents & Women				
Total # of Management Employees	22	4	6	32
# Indigenous Aboriginal Employees in Management	1	0	2	3
# Indigenous Non-Aboriginal Employees in Management	8	1	1	10
Total # of Affirmative Action Employees in Management	9	1	3	13
% Of Affirmative Action Employees in Management	**40%**	**25%**	**60%**	**40%**
# Women in Management	4	1	3	8
% Women in Management	**18%**	**25%**	**60%**	**25%**
Women in Non-Traditional Occupations				
Total # of Employees in Non-Traditional Positions	34	18	21	73
# Women in Non-Traditional Positions	8	1	1	10
% Women in Non-Traditional Positions	**24%**	**6%**	**5%**	**14%**

The Department of Public Works and Services (PWS) has a total of 215 positions. There are 111 positions in Yellowknife (including the North Slave Regional Office), 61 in the Fort Smith Region and 43 in the Inuvik Region.

The breakdown of positions is as follows:

8 in Senior Management,
24 in Middle Management,
183 in other positions.

The department also has three intern positions in Yellowknife and one in the North Slave Regional Office.

Employees who are part of the designated groups under the Affirmative Action Policy make up 55 % of the Department. The majority, 36% are Indigenous Aboriginal employees. The Department supports the Affirmative Action Policy as evidenced by an increasing percentage of affirmative action employees.

Recruitment and Retention

During 2003/2004:

- The department hired twenty-two new employees, which includes six Indigenous Aboriginals and three Indigenous Non-Aboriginals. Northern residents were hired for twenty of the twenty-two positions.
- Five females were hired into non-traditional occupations.
- One female was hired into a middle management position (this was done by a direct appointment).
- Two employees were promoted. One employee is an Indigenous Aboriginal and was promoted through a direct appointment.
- Four interns have been hired, all of which have affirmative action status.
- Five direct appointments were approved - all were affirmative action candidates. Two of these appointments were females for non-traditional occupations.
- One affirmative action employee completed training in the maintenance management area and is now promoted. Three affirmative action employees are currently participating in training programs - in the petroleum products area, the computer services area and the water and sewage area.
- Thirteen employees are participating in transfer assignments to broaden their experience.
- Thirty affirmative action students were hired for summer employment in 2003, twenty-four Indigenous Aboriginals and six Indigenous Non-Aboriginals.
- Four positions were transferred to the Technical Service Center from Yellowknife, Fort Simpson, Inuvik and Fort Smith.

The Department ensures that its job descriptions do not contain systemic barriers for affirmative action candidates, and equivalencies are established for all positions. Selection criteria and questions fairly reflect the job requirements and are not structured to exclude any affirmative action groups.

Organizational Support

Employees are recognized for their long service during departmental staff events.

In this fiscal year, 162 employees participated in some form of training at an average cost of $1729 per employee. The Department actively supports on-going professional development of staff. This includes support for participation in professional conferences, IT courses, training workshops and college courses.

The Department recently completed an employee recognition survey. A departmental committee will be establishing recognition programs that our employees placed importance on.

Our Department supports flexible working arrangements. A number of employees come in early and work a shorter lunch period. As well, we have reduced hours of work for employees in order to keep them.

Succession Planning

Over the past twelve months:

- Five affirmative action candidates have been participating in transfer assignments to develop skills and experience in other areas.
- Affirmative action candidates are currently being developed and mentored for a technical consultant position, water and sewer operator and a manager for the Petroleum Products Division.
- Successfully trained an Indigenous Aboriginal employee to replace a manager who retired this year.
- The Department is sponsoring four candidates in the GNWT's MAP Program in order for them to obtain the necessary skills for senior management positions. Two of these are women.
- Four interns have been hired, all of which have affirmative action status.
- Thirteen employees resigned and four employees retired.

Evaluation/Accountability

The Department recognizes the importance of annual performance reviews and ensures all employees have one completed. The department has over a 90% completion rate. A departmental training plan has been established to ensure employees receive the core training for their position. Developmental training is also discussed and scheduled during performance reviews.

Challenges and Opportunities

The Department continues to experience difficulty recruiting affirmative action candidates for its professional and technical positions due to the level of education required for these positions. The Department has established intern positions to assist in meeting its requirements, but has found there are not enough students graduating with a post-secondary education in these disciplines to fill positions. The Department is a sponsor of math and science awards for junior high schools throughout the NWT to encourage students to continue with these subjects, which are a requirement for engineering, architecture and computer sciences post-secondary programs.

The Department is also a sponsor for "Take Our Kids to Work" Day for the high schools in the area by having an organized approach to give students an overview of how PWS works, showing some the career opportunities available here in the north and giving the students the chance to have their questions answered.

Entry-level positions have been established in order to successfully recruit northerners.

Department of Resources, Wildlife & Economic Development

Affirmative Action Status

As of March 31, 2004 there were 399 employees within the Department of Resources, Wildlife & Economic Development. This includes all indeterminate, term, part-time and seasonal employees.

	March 31, 2004	March 31, 2003
Total Employees:	**399**	**385**
Indigenous Aboriginal	173 (43%)	164(43%)
Indigenous Non-Aboriginal	57 (14%)	58(15%)
Disabled	1 (0.2%)	1 (0.2%)

	March 31, 2004	March 31, 2003
Management Positions:	**21**	**21***
Women in Management (WIM)	4 (19%)	4 (19%)
Aboriginals in Management	0	2 (9.5%)

***the definition of management positions now includes only senior managers**

	March 31, 2004	March 31, 2003
Non-Traditional Positions:	**130**	**130**
Women in Non-Traditional	8 (.06%)	8 (.06%)

The RWED positions are spread all over the Territories as indicated in the following table:

Location	HQ (166 pos.)	Forest Mgmt. (40 pos.)	North Slave (43 pos.)	South Slave (59 pos.)	Deh Cho (60 pos.)	Inuvik (55 pos.)	Sahtu (27 pos.)
Yellowknife	166 F		24 F 12 S				
Rae			4F 3 S				
Fort Smith		25 F 3 S		24 F 4 S			
Hay River	1 F	8 F 4 S		8 F 3 S			
Ft Resolution				2 F 13 S			
Ft Providence				4 F			
Lutsel'Ke				1 F			
Fort Simpson					21 F 1 P 10 S		
Fort Liard					3 F 14 S		
Trout Lake					6 S		
Wrigley					5 S		
Inuvik						26 F 17 S	
Aklavik						2 F	
Ft McPherson						1 F 7 S	
Tuktuyaktuk						1 F	
Holman Island						1 F	
Norman Wells							23 F 2S
Deline							1 F
Tulita							1 F
Total	**16 F**	**33 F 7 S**	**28 F 15 S**	**39 F 20 S**	**25 F 35 S**	**31 F 24 S**	**25 F 2S**
Total HQ – 209 (195 F & 15 S)			**Total Region – 242 (147 F & 95 S)**				

F – Full Time S –Seasonal

Corporate Policy

The Department is in the development of a departmental Human Resource Management/Succession Plan. In the coming year all employees will be interviewed to establish career goals and training needs. This information will be analyzed, and in consultation with senior management, a Human Resource Management plan will be developed. This plan will provide a strategic approach to managing and developing staff to meet the long-term goals and objectives of the Department.

Recruitment

Thirty-nine (39) positions were filled since last reporting period, seven (7) through direct appointment. Of those employees, twenty-three (23) were indigenous aboriginal.

The Department strongly supports the Maximizing Northern Employment Policy, and as of April 1, 2004 has five new interns working in their chosen field. As of April 1, 2004 the Department has given eight summer students the opportunity to gain experience and practical skills in their area of study. Approximately another 25 casual positions are expected to be filled with summer students in the forest/fire management area. The program continues to be very successful for the students, the interns and the Department. Identifying areas where the hiring of summer students and interns will be of benefit to everyone concerned has become part of managers and supervisors long term planning exercise. Of last year's seven interns, three are awaiting direct appointments in their line of work.

Retention

The Department is active in supporting ongoing professional development to improve employees' skill level. This includes support for long and short-term education leave, distant education, workshops, on-the-job training and transfer assignments. During the reporting period nine employees have been on education leave, twenty-four (24) employees are on developmental transfer assignments.

Organizational Support

Long service of employees continues to be recognized through an annual long service event that takes place every spring attended by the Deputy Minister and the Assistant Deputy Ministers. In addition, the Department gives a special recognition to employees who had exhibited outstanding performance through

the year in the form of a Deputy Minister's award. At this year's Long Service Ceremony forty (40) employees were recognized for their contribution to the Department.

Mentorship and coaching is done on an informal basis for new employees or employees on developmental assignments.

The Department continues to support requests for flexible hours and job sharing opportunities as a viable alternative to support work/family balance as long as client needs are met.

Succession Planning

The Department has three employees participating in the GNWT Succession Planning Program. However, in view of the Department's awareness that several senior and middle managers are nearing retirement within the next few years, it became imperative that the Department also work on its own succession and career development plan for the employees to meet the future demands. Several employee development career moves have been initiated this past year and any requests for education leave and transfer assignments are given serious consideration with succession planning and development in mind.

Competencies for RWED positions have been developed and will be included in the job descriptions as they are rewritten, in the performance appraisals and ultimately in the recruitment efforts. Any succession planning will be working within the provisions of the Affirmative Action Policy.

Evaluation/Accountability

Performance appraisals are a valuable tool in evaluating an employee's performance and identifying training needs to enhance employee skills. In the coming year, the Performance Appraisals are expanded to include competencies required for the particular positions, which with identified training needs, will link to the Department's human resource management and succession planning. The Department's challenge over the next while will be to add competencies to all job descriptions.

Exit interviews are being conducted on employees who are resigning from the Department. The information is compiled and analyzed and used by senior management in making improvements to the work place. The information obtained for the reporting period gave valuable insight and helped identify problem areas in supervision that had to be addressed. Some of the reasons for leaving were directly related to leadership issues.

Challenges and Opportunities

External Challenge: Competition from resource development industries and the federal government has made it difficult for the department to attract affirmative action candidates for technical positions and middle management positions.

Internal Opportunity: Development of an RWED Human Resource Management/ Succession Plan will help ensure that affirmative action employees' career goals and training needs are identified to meet long-term goals and objectives of the GNWT.

Department of Transportation

Affirmative Action Status

As of March 31, 2004, there were 261 employees within the Transportation Department. This includes all indeterminate, term and part-time employees.

	March 31, 2003	March 31, 2004
Total Employees	249	261
Indigenous Aboriginal	101 (41%)	109 (42%)
Indigenous Non-Aboriginal	54 (26%)	51 (20%)
Disabled	2 (1%)	1 (1%)

	March 31, 2003	March 31, 2004
Sr. Management Positions	11	11
Women in Management	1 (9%)	1 (9%)
Aboriginal in Management	0	0

	March 31, 2003	March 31, 2004
Mid-Management Positions	39	41
Women in Management	8 (20%)	8 (20%)
Aboriginal in Management	0	5 (12%)
Indigenous Non-Aboriginal	7 (18%)	7 (17%)

	March 31, 2003	March 31, 2004
Non-Traditional Positions	108	108
Women in Non-Traditional	2 (2%)	3 (3%)

Affirmative Action by Region:

	HQ/YK	*North Slave Region*	*South Slave Region*	*Fort Simpson Region*	*Inuvik Region*
Total Employees	*104*	*55*	*56*	*16*	*30*
Indigenous Aboriginal	*24*	*20*	*33*	*9*	*18*
Indigenous Non-Aboriginal	*31*	*10*	*7*	*2*	*5*
Women in Management	*5*	*1*	*1*	*1*	*0*
Disabled	*1*	*0*	*0*	*0*	*0*
Women in Non-Traditional	*3*	*0*	*0*	*0*	*1*

Highlights

During the period April 1, 2003 to March 31, 2004, the Transportation Department was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- In an effort to develop the skills and experience of potential future employees, thirty-nine (39) students were employed in the summer of 2003 with the department, of which thirty-five (35) or 90% had affirmative action status.

- Six (6) direct appointments of affirmative action candidates were made in the reporting period.

Retention

- One of our ongoing objectives has been to develop staff for promotion within the Department with a focus on Affirmative Action candidates. The Career Development Program is a program developed by DOT to assist current employees to develop into other positions. The first intake in 1999 saw seventeen (17) participants and thirteen (13) participating as mentors to the participants. An additional intake in 2002 was done with eleven (11) staff entering the program. In 2003, the program took in two (2) employees and in 2004 eight (8) additional employees were approved to enter the program. The employees work with their supervisors to develop a career development plan, which includes training and special assignments. This program has and will develop a representative pool of competent employees from which employees for supervisory, managerial and technical positions can eventually be drawn.

- Three employees were involved in a secondment to an outside organization.

- The department supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Succession Planning

- Eight (8) affirmative action employees are currently being provided the opportunity to develop their skills through transfer assignments within the department.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Management Assignment Program

The Department recognizes the need to develop the management and leadership skills of its employees to support effective succession planning across the organization.

The Management Assignment Program provides an opportunity to develop existing employees who demonstrate management and leadership potential beyond their current position in the organization. The program will result in a pool of individuals who are better prepared for consideration for future management/leadership roles within the GNWT. The Department currently supports three employees in this training program.

Math and Science Awards Program

The Department actively participates each year in a Math and Sciences Award program. This program recognizes students in grades 7, 8 and 9 who have attained a high level of achievement in Math and Science. These awards were created to encourage students to continue their studies in those subjects. In 2003, fifty-seen (57) students were nominated throughout the Northwest Territories to receive this award. Recipients are presented with a t-shirt and book with either a math or science theme appropriate to their age group. Repeat recipients are also presented with a calculator. The number of repeat recipients attests to the success of this program.

Bridges Program

The Department actively participates in a program through Aurora College called the Bridges Program. This program develops adults who are working towards re-entering the workforce. Part of this program is a two-week work experience appointment. The Department took two people from this program into the Department and gave them an introduction into the workforce by providing them with a positive work experience.

Career Assignment Program (Federal Training Program)

The Department has two employees enrolled in this program. One is currently on a transfer assignment with another Government Department and the other will be going on an assignment in a month. This Program will assist in developing these employees into higher level of management positions.

Appendix "A" - Human Resource Reporting Categories

The examples under each category are not meant to be limiting but simply to give examples of what kinds of activities you could talk about under each category.

Corporate Policy
- Roles and Responsibilities
- Standardized HR reporting
- Standardized HR plans/strategies

Recruitment
- Student employment
- Graduate employment
- Career/job information
- Career promotion
- Job Shadowing
- Entry-level positions
- Targeted recruitment
- Direct appointments
- Work placements
- Marketing employer and location

Retention
- Career Development
  - Transfer assignments
  - Training
    - Short-term
    - Long-term
    - Workshops
  - Retraining
  - Development assignments
- Organizational Support
  - Mentorships
  - Coaching
  - Eliminating systemic barriers
  - Competency based opportunities
  - Employee recognition
  - Flexible working arrangements
  - Job enhancement/enrichment

Succession Planning
- Training
- Targeted skill development
- Employee career plans
- Developmental assignments
- Transfer assignments (for developmental purposes)
- Acting assignments (for developmental purposes)

Post-Employment
- Standardized exit interviews
- Turnover statistics

Evaluation/Accountability
- Performance evaluations
- Employee satisfaction surveys
- Analysis of turnover

Appendix "B" - Summary of Affirmative Action Statistics

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Aboriginal Affairs	2004	39	16	12	0
	2003	42	16	11	0
Aurora College	2004	184	53	11	0
	2003	195	55	13	0
Divisonal Education Councils	2004	713	218	26	0
	2003	710	230	20	0
Education, Culture & Employment	2004	192	56	34	0
	2003	209	65	28	1
Executive	2004	64	15	20	0
	2003	67	18	24	0
Finance	2004	49	10	6	1
	2003	46	9	7	1
Financial Management Board Secretariat (FMBS)	2004	157	38	40	
	2003	139	32	38	1
Health and Social Services (Includes all public services	2004	1163	329	101	3
Health and Social Service Authorities)	2003	1078	298	96	4
Justice	2004	415	134	63	
	2003	412	139	66	2
Legislative Assembly	2004	29	2	14	
	2003	33	2	13	0
Municipal and Community Affairs (MACA)	2004	127	35	31	
	2003	118	31	25	0
NWT Housing Corporation	2004	102	35	15	7
	2003	97	34	12	6
Public Works & Services	2004	206	72	35	5
	2003	209	73	28	3
Resources, Wildlife & Economic Development	2004	389	170	58	1
	2003	390	170	60	1
Transportation	2004	266	100	48	1
	2003	267	98	51	2
GNWT Total	**2004**	**4095**	**1367**	**606**	**18**
	2003	4012	1270	492	21

Management Statistics

Department	Year	Total Mgmt	Women in Mgmt	Aboriginal in Mgmt
Aboriginal Affairs	2004	11	1	0
	2003	11	0	4
Aurora College	2004	7	1	1
	2003	7	4	1
Divisonal Education Councils	2004	8	2	2
	2003	8	4	3
Education, Culture & Employment	2004	13	7	2
	2003	14	9	2
Executive	2004	14	9	2
	2003	12	8	2
Finance	2004	7	1	2
	2003	7	2	1
Financial Management Board Secretariat (FMBS)	2004	10	2	2
	2003	10	2	2
Health and Social Services (Includes all public services	2004	21	10	4
Health and Social Service Authorities)	2003	14	1	5
Justice	2004	13	6	1
	2003	14	4	2
Legislative Assembly	2004	5	1	3
	2003	4	1	0
Municipal and Community Afffairs (MACA)	2004	13	3	4
	2003	14	3	3
NWT Housing Corporation	2004	6	0	2
	2003	6	0	2
Public Works & Services	2004	9	1	4
	2003	9	2	1
Resources, Wildlife & Economic Development	2004	21	3	2
	2003	24	5	4
Transportation	2004	12	1	0
	2003	11	1	0
GNWT Total	**2004**	**170**	**48**	**31**
	2003	165	46	32

*Totals do not include Yellowknife HSS Authority, Inuvik Regional HSS Authority and the Dogrib Community Services Board